# Impact of Working Environment on Employee's Job Satisfaction: A Study of Haryana Power Sector.

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**Synopsis**

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## 1. INTRODUCTION:-

The most significant and vital resource of any organization is its human resource. Human resources are one who works in an organization and helps to gain competitive advantage. Integrating the concept human resource with human resource management refers to best utilization of human resource to achieve the goals and objectives of the organization.

A unique combination of factors fostered the emergence of the behavioral era during the 1930s. First, following confirmation of union- management negotiation within the United States in 1935, management began trying to find new way of handling employees. Second, behavioral scientists conducting on the work research started calling for more attention to the 'human' factor. Manager needed the call for better human relation and improved working condition **(Singh, 2015).**

The conception of employee satisfaction with their job was originally developed from the study by Elton Mayo in late 1920s and early 1930 at Chicago, a Western electric company called Hawthorne. Hawthorne study was one of the biggest studies of job satisfaction. This study (1924-1933) was conducted by Elton Mayo of the Harvard business school to find out the effect of various conditions on workers' productivity. These studies ultimately showed that novel change in work conditions temporarily increases the productivity. It is called the Hawthorne effect. The result of this study brought to light that the working behavior of workers can be impacted upon by their sentiments, social interaction along with psychological elements are the core base of the contentment with ones job or satisfaction with work and efficiency in personnel **(Agbozo, Owusu, Hoedoafia, & Atakorah, 2017)**.

### Working environment

The work environment refers to the connection between a worker and therefore the environment which will be weakened into different dimensions just like the social, technical and economic during which the work is generally viewed and designed. The working environment consists of two broader dimensions like work and context. Work includes all the various characteristics of the work just like the way job is administered and completed, involving the tasks such as job activities training, control on one's own job related activities,

a sense of accomplishment from work, variety in tasks and the essential value for a task **(Maubabakhsh & Raziq, 2015).**

**Types of working environment: -** there may be various kind of working environment in an organization. Some of them an explained below.

**Physical work environment: -** physical working environment that deals with the physical or tangibles setting where job is performed. It includes things like machinery, office layout, temperature, ventilation, lighting, noise level and space. **Psychological work environment: -** psychological work environment is set of those characteristics of work environment that affects how the worker feels. It can be considered as those elements of the workplace which are important for the behavior of workers. The behavior are considered to affect three related types of psychological phenomena; affects (e.g. emotions, mood, psychological symptoms, emotional disturbance) knowledge ( e.g. attitude , perception, decision making) and behavior( effectiveness, absence, motivation). **Social work environment: -** social work environment deals with relationship at job setting. It includes communication style, relationship between supervisor and subordinates, relationship among co-worker, and the readiness of other to assist and team work. **(Agbozo, Owusu, Hoedoafia, & Atakorah, 2017).**

**Haryana power sector**

Haryana state electricity board (HSEB) was constituted on May 3 1967 under the section 5(1) of the electricity supply act 1948. This board was responsible for generation, transmission and distribution of power in the entire state of Haryana. Originally, the government unbundled the Haryana state electricity board (HSEB) in august 1998 into distinct working bodies as below: - Haryana Power Generation Corporation Limited (HPGCL), Haryana Vidyut Prasaran Nigam Limited (HVPNL), Uttar Haryana Bijali Vitran Nigam Limited (UHBVNL), and Dakshin Haryana Bijali Vitran Nigam Limited (DHBVNL).

**Employees Job satisfaction** job satisfaction is an attitude that employees have about their work and is predicated on numerous factors both intrinsic and extrinsic to the individual. Job satisfaction is important from the prospective of maintaining and retaining the appropriate employees within the organization. The satisfaction or utility is refers of pleasant feeling of worker receives from employment. Job satisfaction is all regarding how one feels about ones job. Employees who express satisfaction are said to possess a positive attitude towards the roles, unlike a dissatisfied employee who features a negative attitude towards the work. A person having negative attitude shows a personality outlook which is disposed to experience

nervousness, tension, worry, upset, distress, whereas those with positive attitude will proud of themselves, others and with their work **(Bhanu & Babu, 2018).**

**Salunke,2015** emphasized that workload, stress, overtime, fatigue, boredom are the factors which increase job dissatisfaction and good working conditions, , health & safety facility, refreshment & recreation facility, fun at place of work increase the degree of job satisfaction. **Omari & Okasheh, 2017** found that factors such as noise, office furniture, ventilation and light had negative impact on job performance. **Kukiqi, 2017** found that most of the staff in public institution is satisfied with their physical environment and social & psychological environment had a significant effect on the satisfaction of employees in public administration. **Atmaja & Puspitawati, 2018** Identified the physical work environment and job satisfaction directly had a positive and significant effect on employee productivity and the effect of the physical work environment on employee productivity was not mediated by employee job satisfaction. **Karamanis, Arnis, & Pappa, 2019** found that the satisfaction derived from endogenous factors like activity, independent, creativity was higher than the satisfaction from exogenous factors like human relation, remuneration, colleague, working condition.

Based on the outcomes of working environment and employee's job satisfaction, the proposed study has identified the determinants and factors affecting the job satisfaction and relationship between working environment and job satisfaction.

## 2. LITERATURE REVIEW

**Jain & kaur (2014)** studied the work environment & work culture and its impact on employee's job satisfaction. Data were collected through structure questionnaire from 100 respondents and analyzed by summarizing the data in graph and tabular form. Findings of the study showed that employees were well satisfied with work environment, duty and responsibility, refreshment & recreational facility, grievance handling procedure, fun at workplace, health and safety facility but were not satisfied with workload, overtime, fatigue & boredom, attitude of supervisor.

**Tio (2014)** examined the influence of working environment conditions on employee's job satisfaction. The study also aimed to provide an insight on how to increase employee job satisfaction through work environment. Data were collected through questionnaire from 79 employees and analyzed by using Multiple Regression Analysis. Findings of the study

showed that working environment had significant influence on employee's job satisfaction. It also concluded that in order to improve the company employee job satisfaction, the company needs to pay attention towards work environment.

**Salunke (2015)** studied the work environment & its effect on job satisfaction in the cooperative sugar factories. Data were collected through structure questionnaire based on liker's five point scale from 850 respondents. Data were analyzed by using statistical tools like Chi- Square test. The study concluded that workload; stress, overtime, fatigue and tediousness cause increase job dissatisfaction and good working conditions, refreshment & recreation facility, health & safety facility, fun at workplace increase: the degree of job satisfaction.

**Raziq & Maulabakhsh (2015)** analyzed the impact of working environment on employee job satisfaction. Simple random sampling was used for sample selection. Data were collected through self administered survey questionnaire from 210 employees and analyzed by using Factor Analysis. The results indicated a positive relationship between working environment and employee's job satisfaction.

**Rana & Pandya (2016)** examined the impact of work environment on employee's job satisfaction in sugar industry. Data were collected through self – administered questionnaire from 87 employees. Data were analyzed by using simple tools such as frequency, percentage and various pie charts. Findings of this study revealed that although the selected companies were overall successful in achieving higher level of satisfaction yet there was a great scope of improvement in some of the major components of work environment.

**Prerana (2017)** identified the factors influencing job satisfaction in Indian public sector organization by using the Minnesota satisfaction questionnaire developed by Weisis (1967) from 30 employees and were analyzed by using Exploratory Factor Analysis. Result of the study indicated that job security and supervisory support, appreciation and salary, job engagement and autonomy, job advancement, empowerment and job enrichment are the factors that enhance the job satisfaction of employees.

**Saree & satyawathi (2017)** analyzed the impact of working environment on employee job satisfaction. Data were collected through self administered questionnaire. Simple random sampling was to select the sample and data were collected from 210 employees and data were

analyzed by using Regression analysis. Finding of the study showed a positive impact of working environment on job satisfaction of employees.

**Kukiqi (2017)** examined the effect of the working environment on the work satisfaction of the public institution employees. Data were collected through questionnaire from 105 employees. Finding of the study showed that most staff in public institution was satisfied with their physical work environment. And social & psychological environment had a significant effect on the satisfaction of employees in public administration.

**Omari & Okasheh (2017)** investigated the influence of work environment on job performance. Data were collected through well- designed questionnaire from 85 employees. Cross- sectional survey was used to satisfy the study objective. Data were analyzed by using SPSS, version 22. Finding of the study revealed that the factors such as noise, office furniture, ventilation and light had negative impact on job performance.

**Sakdeo (2017)** investigated the effect of the working environment on employee's satisfaction and productivity at Shoe manufacturing factory. Data were collected through structure questionnaire from 236 employees and analyzed with Multiple Regression Analysis and Structure Equation Modeling. The study indicated that there was very strong casual effect between working environment and employee satisfaction which result in increased productivity.

**Agbozo et al. (2017)** ascertained the impact of physical, social and psychological work environment on job satisfaction level of employees in the banking sector. Stratified sampling techniques were adopted to select the sample for the study. Data were collected through structure questionnaire from 105 employees. Finding of the study indicated that most of the staff at banks satisfied with their physical work environment. The study found that the work environment had a significant effect on employee's satisfaction.

**Tambiombela (2018)** examined the impact of work environment on job satisfaction at PT post main branch office, Manado from 40 respondents. Primary data were collected through questionnaire and secondary data were collected from books, journals and internet. Data were analyzed by using Simple Linear Regression which showed a significant and positive impact of the work environment on job satisfaction.

**Atmaja & Puspitawati (2018)** determined the effect of the physical environment on employee productivity mediated by employee's job satisfaction. Data were collected through

questionnaire and direct interview from 42 employees and impact was analyzed by using Path analysis technique. Result of the study found that physical work environment and job satisfaction directly had a positive and significant effect on employee productivity whereas the effect of the physical work environment on employee productivity was not mediated by employee job satisfaction.

**Bhanu & Babu (2018)** analyzed the impact of working environment and job stress on employee job satisfaction. Primary as well as secondary data were used. Primary data were collected through questionnaire from 120 employees and secondary data were collected from internet, newspaper and journals. Data were analyzed by using percentage and Chi- Square test. Result of the study showed that certain variable affects work environment, job stress and job satisfaction.

**Karamanis, Arnis & Pappa (2019)** analyzed the satisfaction of workers regarding their working environment during current financial crisis in Greece. Data were collected through questionnaire from 150 employees and analyzed by using Descriptive statistic and Chi-Square test. The study concluded that satisfaction derived from endogenous factors like activity, independence, creativity was higher than the satisfaction from exogenous factors like human relation, remuneration, colleagues, working condition etc

## 3. PROBLEM STATEMENT

The workplace environment plays an important role for employees. Now a day's employees may have large number of working alternatives. Then the environment in workplace have becomes important for accepting or keeping the job. The main focus of study is to understand the employees are actually satisfied with their working environment in Haryana power sector. If employees are not satisfied, what are the reasons for dissatisfaction of employees with the working environment of Haryana power sector, what benefits and facilities provided in the workplace, what the gap exist and where one should have modify to satisfied working conditions and is the working environment are important for growing the attrition speed of Haryana power sector.

## 4. RESEARCH GAPS

Very few studies have been conducted on the impact of working environment on employee's job satisfaction. The studies of literature also reveal that most of the study conducted on certain variable of working environment. So, proposed study considered various factor of working environment that effect the employees job satisfaction. **Bhanu & Babu, (2018)** emphasized that the researcher keeps in mind only certain variable but further needs various aspects that affects working environment. For further research, the researcher should adjust the composition of work environment variable according to the business because different line of jobs or business might have different composition of work environment variable significant towards employee job satisfaction **(Tio, 2014).** Therefore, the present study titled "impact of working environment on Haryana power sector employee's job satisfaction" has been selected to examine the different aspects of working environment and its impact on employee's job satisfaction.

## 5. RESEARCH OBJECTIVES

1) To identify the various variables affecting the working environment as well as the job satisfaction in Haryana power sector.

2) To examine the impact of working environment variables on job satisfaction of employees.

3) To compare the level of job satisfaction among the employees of different bodies of Haryana power sector.

## 6. RESEARCH HYPOTHESES

To attain the above stated objectives, the following hypotheses will be formulated.

H01: There is no significant impact of working environment variables on job satisfaction of Haryana power sector employees.

H02: There is no significant difference in the level of job satisfaction among the employees of different bodies of Haryana power sector.

H (a): There is no significant difference in the level of job satisfaction among the employees of HPGCL and HVPNL.

H (b): There is no significant difference in the level of job satisfaction among the employees of HPGCL and DHBVNL.

H (c): There is no significant difference in the level of job satisfaction among the employees of HVPNL and DHBVNL.

## 7. RESEARCH METHODOLOGY

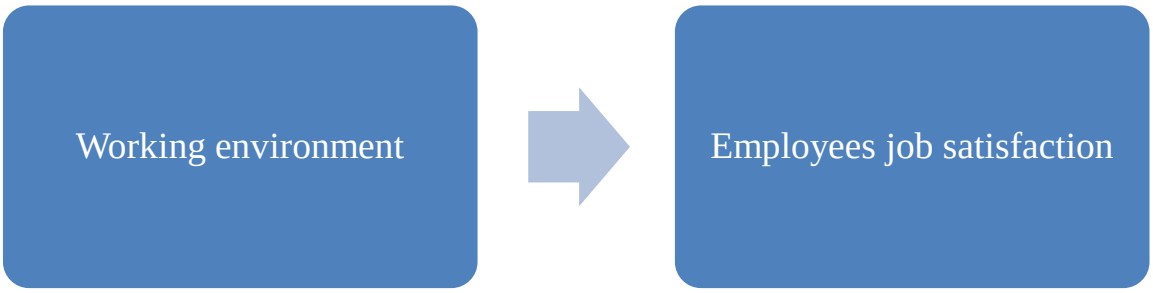
For the purpose of this study power sector of Haryana state will be taken. Working employee of power sector of Haryana state will be the population of this study. The state of Haryana had 5 power corporations out of which 3 power corporations will be selected which includes Haryana Power Generation Corporation Limited (HPGCL), Haryana Vidyut Prasaran Nigam Limited (HVPNL), Dakshin Haryana Bijali Vitran Nigam Limited (DHBVNL). approximately 1500 employees working as Assistant Engineer (AE), Assistant Executive Engineer (AEE), Executive Engineer (XEN), Senior Executive (SE) and chief Executive (CE). So, population of this study will include the employees working as Assistant Engineer (AE), Assistant Executive Engineer (AEE), Executive Engineer (XEN), Senior Executive (SE) and chief Executive (CE) in Haryana power sector.

**Sampling techniques: -** Stratified random sampling technique will be used. Each corporation will be considered as strata and from each stratum approximately 166 employees will be selected randomly.

**Sample size: -** 500 employees

**Data collection & analysis: -** data will be collected through questionnaire and analyzed by applying various statistical tools like factor analysis, ANOVA and Regression analysis.

## THEORITICAL FRAMEWORK




## 8. USEFULNESS OF THE STUDY

Employees are the backbone of any organization. They are the foremost precious and important asset among all the assets of any organization. Job satisfaction may be a part of employee life satisfaction. In the modern era, organizations face several challenges due to the dynamic nature of the environment. One of the many challenges for the organization is to satisfy its employees in order to cop up with the ever changing and evolving environment and to achieve success and remain in competition. In order to extend efficiency, effectiveness, productivity and job loyalty of employees, the organization must satisfy the requirement of its employees by providing good working environment. So, it became more important to satisfy the needs of employees and take initiatives for providing good working environment. .

Power supply is an essential requirement for all aspects of our life and has been recognized as basic human need in present life style. Power industry, specifically in the industrialized world, play an important role in an economy as power sector refuels the energy in industries. The present study will provide useful information to organization, employers, employees, researchers, government etc. This study will explore the initiative taken by power sector in Haryana for working environment and employee's job satisfaction. The present study will also examine the impact of working environment on Haryana power sector employee's job satisfaction and help in formulation of good working environment. So, the objectives of the organization can be achieved.

## CHAPTER SCHEME

The whole study will be divided into five chapters are as follows:

**Chapter 1: Introduction-** this chapter will describe various concepts related to the study.

**Chapter 2: Literature review-**this chapter will include the studies of various researchers on working environment and employees job satisfaction which will help to identify the research gap in the study.

**Chapter 3: Research methodology-** this chapter will comprise the terminology, objective, data collection methods, sample size, sampling method, research design, statistical test etc.

**Chapter 4: Analysis and interpretation-** in this chapter data analysis will be done by applying various tool and techniques as per the need of the study.

**Chapter 5: Conclusion and suggestion-** this chapter will provide findings of the study and suggestion for further study

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